

Kansas Public Health Workforce Assessment

Domain	Tier 1	Tier 2	Tier 3
Communications Skills	1.1. Identify the health literacy of the population served 1.2. Communicate in writing and orally, in person, and through electronic means, with cultural proficiency 1.3. Solicit community-based input from individuals and organizations 1.4. Convey public health/environmental information using a variety of approaches 1.5. Participate in the development of demographic, statistical, programmatic and scientific presentations 1.6. Apply communication and group dynamic strategies in interactions with individuals and groups	1.1. Assess the health literacy of the population served 1.2. Communicate in writing and orally, in person, and through electronic means, with cultural proficiency 1.3. Solicit input from individuals and organizations 1.4. Use a variety of approaches to disseminate public health/environmental information 1.5. Present demographic, statistical, programmatic, and scientific information for use by professional and lay audiences 1.6. Apply communication and group dynamic strategies in interactions with individuals and groups	1.1. Ensure that the health literacy of populations served is considered throughout all communication strategies 1.2. Communicate in writing and orally, in person, and through electronic means, with cultural proficiency 1.3. Ensure that the public health organization seeks input from other organizations and individuals 1.4. Ensure a variety of approaches are considered and used to disseminate public health information 1.5. Interpret demographic, statistical, programmatic, and scientific information for use by professional and lay audiences 1.6. Apply communication and group dynamic strategies in interactions with individuals and groups 1.7. Communicate the role of public health within the overall health system
Cultural Competency Skills	2.1. Incorporate strategies for interacting with persons from diverse backgrounds 2.2. Recognize the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services 2.3. Respond to diverse needs that are	2.1. Incorporate strategies for interacting with persons from diverse backgrounds 2.2. Consider the role of cultural, social, and behavioral factors in the delivery of public health services 2.3. Respond to diverse needs that are the result of cultural differences 2.4. Explain the dynamic forces that	2.1. Ensure that there are strategies for interacting with persons from diverse backgrounds 2.2. Ensure the consideration of the role of cultural, social, and behavioral factors in the delivery of public health services 2.3. Respond to diverse needs that are

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	<p>the result of cultural differences</p> <p>2.4. Describe the dynamic forces that contribute to cultural diversity</p> <p>2.5. Describe the need for a diverse public health workforce</p> <p>2.6. Participate in the assessment of the cultural competence of the public health organization</p>	<p>contribute to cultural diversity</p> <p>2.5. Describe the need for a diverse public health workforce</p> <p>2.6. Assess public health programs for their cultural competence</p>	<p>the result of cultural differences</p> <p>2.4. Assess the dynamic forces that contribute to cultural diversity</p> <p>2.5. Assess the need for a diverse public health workforce</p> <p>2.6. Assess the public health organization for its cultural competence</p> <p>2.7. Ensure the public health organization's cultural competence</p>
<p>Analytical and Assessment Skills</p>	<p>3.1 Identify the health status of populations and their related determinants of health and illness</p> <p>3.2 Describe the characteristics of a population-based health problem</p> <p>3.3 Use variables that measure public health conditions</p> <p>3.4 Use methods and instruments for collecting valid and reliable qualitative and quantitative data</p> <p>3.5 Identify sources of public health data and information</p> <p>3.6 Recognize the integrity and comparability of data</p> <p>3.7 Identify gaps in data sources</p> <p>3.8 Adhere to ethical principles in the collection, maintenance, use, and dissemination of data and information</p> <p>3.9 Describe the public health applications of quantitative and qualitative data</p> <p>3.10 Collect quantitative and qualitative community data</p>	<p>3.1 Assess the health status of populations and their related causes of health and illness</p> <p>3.2. Describe the characteristics of a population-based health problem</p> <p>3.3. Generate variables that measure public health conditions</p> <p>3.4. Use methods and instruments for collecting valid and reliable qualitative and quantitative data</p> <p>3.5. Reference sources of public health data and information</p> <p>3.6. Examine the integrity and comparability of data</p> <p>3.7. Identify gaps in data sources</p> <p>3.8. Employ ethical principles in the collection, maintenance, use, and dissemination of data and information</p> <p>3.9. Interpret quantitative and qualitative data</p> <p>3.10. Make community-specific inferences from quantitative and qualitative data</p>	<p>3.1. Review the health status of populations and their related causes of health and illness</p> <p>3.2. Describe the characteristics of a population-based health problem</p> <p>3.3. Evaluate variables that measure public health conditions</p> <p>3.4. Critique methods and instruments for collecting valid and reliable quantitative and qualitative data</p> <p>3.5. Expand access to public health data and information</p> <p>3.6. Evaluate the integrity and comparability of data</p> <p>3.7. Resolve gaps in data sources</p> <p>3.8. Ensure the application of ethical principles in the collection, maintenance, use, and dissemination of data and information</p> <p>3.9. Integrate the findings from quantitative and qualitative data into organizational operations</p> <p>3.10. Determine community specific</p>

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	3.11 Use information technology to collect, store, and retrieve data 3.12 Describe how data are used to address scientific, political, ethical, and social public health issues	3.11. Use information technology to collect, store, and retrieve data 3.12. Use data to address scientific, political, ethical, and social public health issues	trends from quantitative and qualitative data 3.11. Use information technology to collect, store, and retrieve data 3.12. Incorporate data into the resolution of scientific, political, ethical, and social public health concerns 3.13 Identify the resources to meet community health needs
Policy Development and Program Planning Skills	4.1 Gather information relevant to specific public health/environmental policy issues 4.2. Describe how policy options can influence public health programs 4.3. Explain the expected outcomes of policy options 4.4. Gather information that will inform policy decisions 4.5. Describe the public health/environmental laws and regulations governing public health programs 4.6. Participate in program planning processes 4.7. Incorporate policies and procedures into program plans and structures 4.8. Identify mechanisms to monitor and evaluate programs for their effectiveness and quality 4.9. Demonstrate the use of public health informatics practices and procedures	4.1. Analyze information relevant to specific public health/environmental policy issues 4.2. Analyze policy options for public health programs 4.3. Determine the feasibility and expected outcomes of policy options 4.4. Describe the implications of policy options 4.5. Use decision analysis for policy development and program planning 4.6. Manage public health/environmental programs consistent with public health laws and regulations 4.7. Develop plans to implement policies and programs 4.8. Develop policies for organizational plans, structures, and programs 4.9. Develop mechanisms to monitor and evaluate programs for their effectiveness and quality 4.10. Incorporate public health informatics practices 4.11. Develop strategies for continuous	4.1. Evaluate information relevant to specific public health/environmental policy issues 4.2. Determine policy options for public health organization 4.3. Critique the feasibility and expected outcomes of various policy options 4.4. Critique selected policy options using data and information 4.5. Determine policy for the public health organization with guidance from the organization's governing body 4.6. Critique decision analyses that result in policy development and program planning 4.7. Ensure public health programs are consistent with public health laws and regulations 4.8. Implement plans and programs consistent with policies 4.9. Ensure the consistency of policy integration into organizational plans, procedures, structures, and programs

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	4.10. Apply strategies for continuous quality improvement	quality improvement	4.10. Critique mechanisms to evaluate programs for their effectiveness and quality 4.11. Oversee public health informatics practices and procedures 4.12. Implement organizational and system-wide strategies for continuous quality improvement 4.13. Integrate emerging trends of the fiscal, social and political environment into public health strategic planning
Community Dimensions of Practice Skills	5.1. Recognize community linkages and relationships among multiple factors (or determinants) affecting health 5.2. Demonstrate the capacity to work in community-based participatory research efforts 5.3. Identify stakeholders 5.4. Collaborate with community partners to promote the health of the population 5.5. Maintain partnerships with key stakeholders 5.6. Use group processes to advance community involvement 5.7. Describe the role of governmental and non-governmental organizations in the delivery of community health services 5.8. Identify community assets and resources 5.9. Gather input from the community to inform the development of public	5.1. Assess community linkages and relationships among multiple factors (or causes) affecting health 5.2. Collaborate in community-based participatory research efforts 5.3. Establish partnerships with key stakeholders 5.4. Facilitate collaboration and partnerships to ensure participation of key stakeholders 5.5. Maintain partnerships with key stakeholders 5.6. Use group processes to advance community involvement 5.7. Distinguish the role of governmental and non-governmental organizations in the delivery of community health services 5.8. Negotiate for the use of community assets and resources 5.9. Use community input when developing public health policies and programs	5.1. Evaluate the community linkages and relationships among multiple factors (or causes) affecting health 5.2. Encourage community-based participatory research efforts within the public health organization 5.3. Establish partnerships with key stakeholders 5.4. Ensure the collaboration and partnerships of key stakeholders through the development of formal and informal agreements 5.5. Maintain partnerships with key stakeholders 5.6. Use group processes to advance community involvement 5.7. Integrate the role of governmental and non-governmental organizations in the delivery of community health services 5.8. Negotiate for the use of community assets and resources

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	health policy and programs 5.10. Inform the public about policies, programs, and resources	5.10. Promote public health policies, programs and resources	through MOUs and other formal and informal agreements 5.9. Ensure community input when developing public health policies and programs 5.10. Defend public health policies, programs and resources 5.11. Evaluate the effectiveness of community engagement strategies on public health policies, programs, and resources
Public Health Science Skills	6.1. Describe the scientific foundation of the field of public health 6.2. Identify prominent events in the history of the public health profession 6.3 Apply the Ten Essential Services of Public Health in my day to day work (go to link for description: http://www.cdc.gov/nceh/ehs/ephli/core_ess.htm) 6.4. Relate public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health 6.5. Identify the basic public health sciences (epidemiology, etc.) 6.6. Describe the scientific evidence related to a public health issue, concern, or, intervention 6.7. Retrieve scientific evidence from a variety of text and electronic sources 6.8. Discuss the limitations of research findings	6.1. Discuss the scientific foundation of the field of public health 6.2. Distinguish prominent events in the history of the public health profession 6.3 Apply the Ten Essential Services of Public Health in my day to day work (go to link for description: http://www.cdc.gov/nceh/ehs/ephli/core_ess.htm) 6.4. Relate public health science skills to the Core Public Health Functions and Ten Essential Services of Public Health 6.5. Apply the basic public health sciences (including, but not limited to biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences) to public health policies and programs 6.6. Conduct a comprehensive review of the scientific evidence related to a public health issue, concern, or intervention	6.1. Critique the scientific foundation of the field of public health 6.2. Explain lessons to be learned from prominent past events in comparison to the current events of the public health profession 6.3. Incorporate the Core Public Health Functions and Ten Essential Services of Public Health into the practice of the public health sciences (go to link for description: http://www.cdc.gov/nceh/ehs/ephli/core_ess.htm) 6.4. Apply the basic public health sciences (e.g. epidemiology, environmental, etc.) to public health policies and programs 6.5. Integrate a review of the scientific evidence related to a public health/environmental issue, concern, or, intervention into the practice of public health

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	<p>6.9. Describe the laws, regulations, policies and procedures for the ethical conduct of research</p> <p>6.10. Partner with other public health professionals in building the scientific base of public health</p>	<p>6.7. Retrieve scientific evidence from a variety of text and electronic sources</p> <p>6.8. Determine the limitations of research findings</p> <p>6.9. Determine the laws, regulations, policies and procedures for the ethical conduct of research</p> <p>6.10. Contribute to building the scientific base of public health</p>	<p>6.6. Synthesize scientific evidence from a variety of text and electronic sources</p> <p>6.7. Critique the limitations of research findings</p> <p>6.8. Advise on the laws, regulations, policies and procedures for the ethical conduct of research</p> <p>6.9. Contribute to building the scientific base of public health</p> <p>6.10. Establish partnerships with academic and other organizations to expand the public health science base and disseminate research findings</p>
<p>Financial Planning and Management Skills</p>	<p>7.1. Describe the local, state, and federal public health and health care systems</p> <p>7.2. Describe the organizational structures, functions, and authorities of local, state, and federal public health agencies</p> <p>7.3. Adhere to the organization's policies and procedures</p> <p>7.4. Participate in the development of a programmatic budget</p> <p>7.5. Operate programs within current and forecasted budget constraints</p> <p>7.6. Identify strategies for determining budget priorities based on federal, state, and local financial contributions</p> <p>7.7. Report program performance</p> <p>7.8. Translate evaluation report information into program performance improvement action steps</p>	<p>7.1. Interpret the interrelationships of local, state, and federal public health and health care systems for public health program management</p> <p>7.2. Interpret the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management</p> <p>7.3. Develop partnerships with agencies within the federal, state, and local levels of government that have authority over public health situations or with specific issues, such as emergency events</p> <p>7.4. Implement the judicial and operational procedures of the governing body and/or administrative unit that oversees the operations of the public health organization</p> <p>7.5. Develop a programmatic budget</p>	<p>7.1. Leverage the interrelationships of local, state, and federal public health and health care systems for public health program management</p> <p>7.2. Leverage the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management</p> <p>7.3. Manage partnerships with agencies within the federal, state, and local levels of government that have authority over public health situations or with specific issues, such as emergency events</p> <p>7.4. Manage the implementation of the judicial and operational procedures of the administrative unit that oversees the operations of the public health organization</p>

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	<p>7.9. Contribute to the preparation of proposals for funding from external sources</p> <p>7.10. Apply basic human relations skills to internal collaborations, motivation of colleagues, and resolution of conflicts</p> <p>7.11. Demonstrate public health informatics skills to improve program and business operations</p> <p>7.12. Participate in the development of contracts and other agreements for the provision of services</p> <p>7.13. Describe how cost-effectiveness, cost-benefit, and cost-utility analyses affect programmatic prioritization and decision making</p>	<p>7.6. Manage programs within current and forecasted budget constraints</p> <p>7.7. Develop strategies for determining budget priorities based on federal, state, and local financial contributions</p> <p>7.8. Evaluate program performance</p> <p>7.9. Use evaluation results to improve performance</p> <p>7.10. Prepare proposals for funding from external sources</p> <p>7.11. Apply basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts</p> <p>7.12. Apply public health informatics skills to improve program and business operations</p> <p>7.13. Negotiate contracts and other agreements for the provision of services</p> <p>7.14. Use cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making</p>	<p>7.5. Defend a programmatic and organizational budget</p> <p>7.6. Ensure that programs are managed within current and forecasted budget constraints</p> <p>7.7. Critique strategies for determining budget priorities</p> <p>7.8. Determine budgetary priorities for the organization</p> <p>7.9. Evaluate program performance</p> <p>7.10. Use evaluation results to improve performance</p> <p>7.11. Approve proposals for funding from external sources</p> <p>7.12. Apply basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts</p> <p>7.13. Integrate public health informatics skills into program and business operations</p> <p>7.14. Approve contracts and other agreements for the provision of services</p> <p>7.15. Include the use of cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making</p> <p>7.16. Incorporate data and information to improve organizational processes and performance</p> <p>7.17. Establish a performance management system</p>

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Leadership and Systems Thinking Skills	<p>8.1. Incorporate ethical standards of practice as the basis of all interactions with organizations, communities, and individuals</p> <p>8.2. Describe how public health operates within a larger system</p> <p>8.3. Participate with stakeholders in identifying key public health values and a shared public health vision as guiding principles for community action</p> <p>8.4. Identify internal and external problems that may affect the delivery of Essential Public Health Services</p> <p>8.5. Use individual, team and organizational learning opportunities for personal and professional development</p> <p>8.6. Participate in mentoring and peer review or coaching opportunities</p> <p>8.7. Participate in the measuring, reporting and continuous improvement of organizational performance</p> <p>8.8. Describe the impact of changes in the public health system, and larger social, political, economic environment on organizational practices</p>	<p>8.1. Incorporate ethical standards of practice as the basis of all interactions with organizations, communities, and individuals</p> <p>8.2. Incorporate systems thinking into public health practice</p> <p>8.3. Participate with stakeholders in identifying key values and a shared vision as guiding principles for community action</p> <p>8.4. Analyze internal and external problems that may affect the delivery of Essential Public Health Services</p> <p>8.5. Promote individual, team and organizational learning opportunities</p> <p>8.6. Establish mentoring, peer advising, coaching or other personal development opportunities for the public health workforce</p> <p>8.7. Contribute to the measuring, reporting and continuous improvement of organizational performance</p> <p>8.8. Modify organizational practices in consideration of changes in the public health system, and the larger social, political, and economic environment</p>	<p>8.1. Incorporate ethical standards of practice as the basis of all interactions with organizations, communities, and individuals</p> <p>8.2. Integrate systems thinking into public health practice</p> <p>8.3. Partner with stakeholders to determine key values and a shared vision as guiding principles for community action</p> <p>8.4. Resolve internal and external problems that may affect the delivery of Essential Public Health Services</p> <p>8.5. Advocate for individual, team and organizational learning opportunities within the organization</p> <p>8.6. Promote mentoring, peer advising, coaching or other personal development opportunities for the public health workforce, including him or herself</p> <p>8.7. Ensure the measuring, reporting and continuous improvement of organizational performance</p> <p>8.8. Ensure organizational practices are in concert with changes in the public health system, and the larger social, political, and economic environment</p> <p>8.9. Ensure the management of organizational change</p>

Domain	Tier A
Professional Skills	<ul style="list-style-type: none"> • Communicate effectively with people of different cultures and socio-economic backgrounds in writing, in person, and through electronic means • Share public health information using a variety of methods • Incorporate strategies for interacting with persons from diverse backgrounds • Respond to diverse needs that are the result of cultural differences • Act in an ethical manner in the collection, maintenance, use, and distribution of data and information • Use computers, computer programs and other technologies to collect, store, and retrieve data • Gather and compile information that can be used to inform policy decisions • Participate in program planning • Apply strategies for continuous quality improvement in routine work • Maintain partnerships with key stakeholders • Adhere to the organization's policies and procedures • Operate within current and forecasted budget limitations • Apply basic human relations skills (sensitivity, fairness, empathy, understanding, tact) to internal collaborations, motivation of colleagues, and resolution of conflicts • Incorporate ethical standards of practice (such as with honesty, fairness, equality) as the basis of all interactions with organizations, communities, and individuals • Describe the essential services of public health • Use individual, team and organizational learning opportunities for personal and professional development • Participate in mentoring and peer review or coaching opportunities • Participate in the measuring, reporting and continuous improvement of the organizational through quality improvement

Training/Educational Opportunities	<ul style="list-style-type: none"> • At work, I have opportunities to learn and grow. • Individual differences across age, ethnicity, and working style are understood and managed well organization-wide. • Employees are continually developed through training, education, and opportunities for promotion. • My organization provides a variety of training opportunities for employees. • I have the skills I need to do my job. • I am allowed to take initiative to assess my skills and seek appropriate training. • Training is structured to meet the needs of employees. • Training is implemented as part of an overall system of employee development. • I am comfortable with technology-based training.
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Tier A—Core competencies apply to administrative and facilities support--Responsibilities of these professionals include front office duties, intake, billing, records management, personnel, facilities/maintenance and technical support/IT.

Tier 1--Core Competencies apply to public health professionals who carry out the day-to-day tasks of public health organizations and are not in management positions. Responsibilities of these public health professionals may include basic data collection and analysis, fieldwork, program planning, outreach activities, programmatic support, and other organizational tasks.

Tier 2--Core Competencies apply to individuals with program management and/or supervisory responsibilities. Responsibilities in addition to program/personnel management may include: program development, program implementation, program evaluation, establishing and maintaining community relations, managing timelines and work plans, presenting arguments and recommendations on policy issues etc.

Tier 3--Core Competencies apply to individuals at a senior/management level and leaders of public health organizations. These professionals typically have staff who report to them and may be responsible for the major programs or functions of an organization, setting a strategy and vision for the organization, and building an organization's culture.